

WHEELABRATOR

PARADE

A LIFT For Clean Air

page 3





Why Make a Profit?

Man has found reasons to make and measure his profits for thousands of years. The ancient Romans first used the word profit ("profectus") and looked to profit-making as an admirable achievement. To them it meant both "advancement" and "progress", an essential meaning that has changed very little in the course of centuries.

Even today, the South Sea Islander still represents his concept of profit as extra fish stored for times when venturing on the seas becomes treacherous — simple profits without which he could not survive.

The point is that men have always considered profit-making important to their well-being. In fact, this idea has characterized every society that ever existed — or that existed for any length of time.

Perhaps the question, "Why Make A Profit?" should be answered "Why Not?" . . . for profit helps everyone. It supports our economy by providing over 72 million Americans with a productive job and a high standard of

living. Profit helps our government in terms of taxes. And profit assists our national security by giving us the industrial muscle to resist aggression.

In essence, the great motivation in our free society continues to be the profit incentive — rightly called "the energizer of our economic lifestream."

If it were not for the hope of making a profit, Wheelabrator would not have come into being in the first place. But the profit incentive and its realization make it possible for us to grow, to develop new products, to expand technical research, to create new markets, to replace worn out or obsolete tools and machinery, and as a result of it all, to increase employment, employee benefits and our general prosperity.

For the individual Wheelabrator employee, however, there is a further reason why we make profits — our Employee Savings and Profit-Sharing Plan. As Wheelabrator prospers, we all prosper. And that certainly makes profits worth working for.

James F. Conroy

President

VITAL VALUES
V
FOR INDUSTRY

WHEELABRATOR
PARADE
Vol. 29, No. 2 March-April, 1970
F. CARTER DREVES — Editor
Published for
Employees of The Wheelabrator Corporation
Mishawaka, Indiana

ON OUR COVER

Riggers attach cables on a fabric filter. The module is lifted — and set in place on the roof of the Firestone plant.

A Lift for Clean Air

Environmental Problems Overcome at Firestone Plant

LOOK, UP IN THE SKY — it's a Wheelabrator Dustube.

An unusual sight recently drawing the attention of Detroit's industrial community was the helicopter-assisted installation of two Wheelabrator Dustube fabric filters atop the roof of the Firestone Steel Products Company, a Division of Firestone Tire and Rubber.

The event took place early on a Saturday morning in heavy snow and near zero temperatures. From the time the riggers on each collector secured the cables until the erection crew began to bolt the units down, each lift took three minutes, proving to be a fast, precise, and economical way of getting the 4,000 pound modules onto the roof.

The units, along with 11 others proposed for installation, will be connected to a battery of Wheel-

abrator descaling machines Firestone will use to remove mill scale and rust from the steel lengths the firm fabricates into truck, trailer, and bus rims and wheels. At present, two of the machines are being installed.

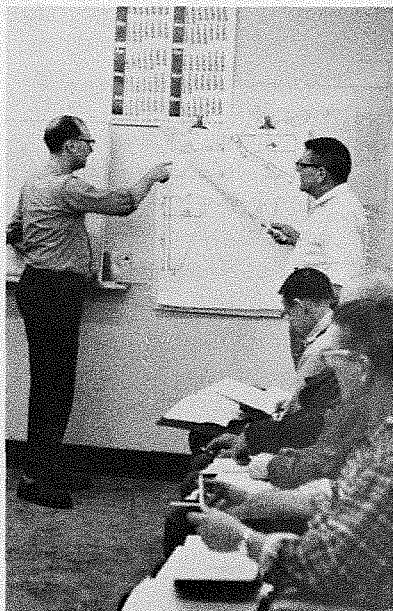
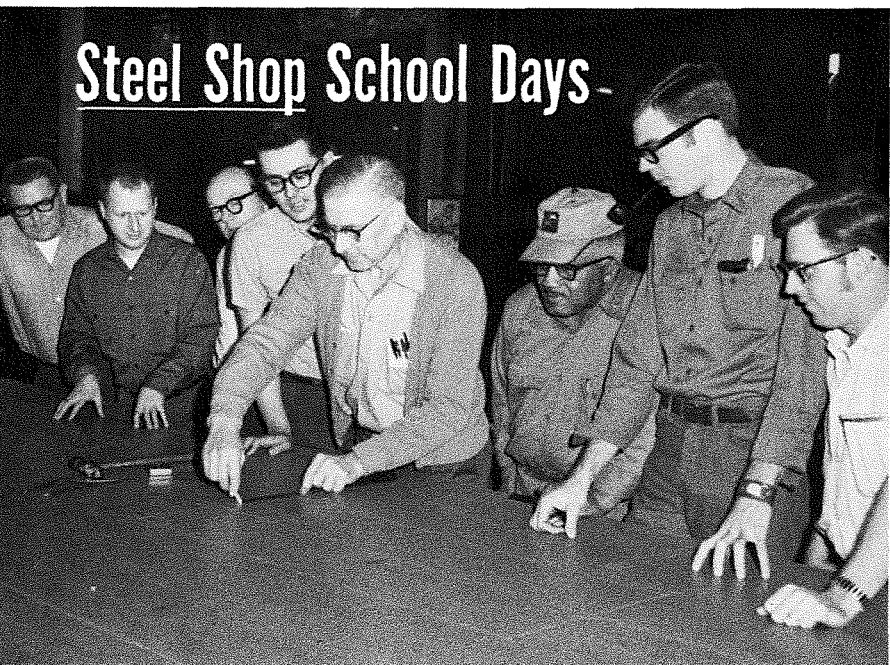
Formerly, Firestone cleaned its steel stock by acid pickling, presenting an environmental problem in the disposal of waste sulphuric acid — which they had been providing to a nearby company who used it in their operations. But with Wheelabrator descaling, the disposal problem will no longer exist.

Discussing the descaling operation at a press conference following the airlift, G. O. Hallenbeck, Firestone Plant Manager, stated, "We are eliminating any danger of untreated acid getting into the public waters and preventing any dust from polluting our air."



Helicopter sets the Dustube fan in place. Right — Jim Barnes, Regional Manager, Central Region, receives congratulations from G. O. Hallenbeck, Firestone Plant Manager and Tom Dabrowa, Firestone Project Engineer (center) at the conclusion of the airlift.

Steel Shop School Days



In the classroom and on the shop floor, trainees get practical layout experience.

material is paid by the company and upon successful completion of the course the trainee's books become his personal property.

15 Participants

John Stull, Steel Shop Superintendent, and foremen Paul Brower and Russell Folk share the teaching responsibilities with the class itself comprised of employees Omer Boembeke, Leroy Bowers, Earl Daily, John Ekamp, Edward Hixenbaugh, Wayne Holderead, William Karling, Charles King, Calvin Orbin, John Pawlowski, Albert Rosell, Fred Ruff, William Turpin, Delbert Zellers and Glen Martin.

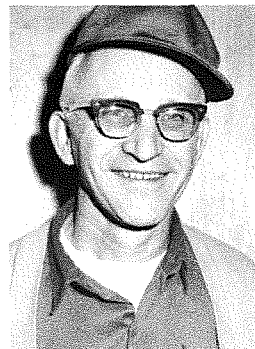
The Layout Training Course will last approximately 18 weeks, and by the evidence so far, it will be valuable to the company and the trainee alike.

Geometry, triangulation, blueprint reading, layout tools, the Steel Data Book, material characteristics, thicknesses, and allowances, plus a large measure of the practical, personal experience that can't be duplicated in a textbook — characterize the subject matter of Wheelabrator's Layout Training Course.

Started in January

In full swing since early January, the class is designed to increase the number of layout men, and give present layout personnel a chance to advance their skills. The cost of textbooks and related instructional

We knew him when



STANLEY LEMANSKI

Stanley Lemanski, a 15-year Wheelabrator employee, began work as a sweeper in the Foundry. Today he is Foreman of the Dust Collector Department.

His Wheelabrator career encompasses experience on inspection, sheet metal fabrication, and press work — for 11 years he worked as a gang punch operator in the Steel Shop.

An accomplished carpenter and cabinet maker, Stan has finished the interior of two rooms of his home, building in closets, shelves, and chests of drawers. He also likes to "just putter around" with automobiles and to go dancing — "at a good Polish dance, if we can find one . . . and if not, we hold one in our basement."

Stan and his wife, Thelma, have two daughters, Patty (at Washington High) and Peggy (a senior at Washington, working part time in Notre Dame's Radiation Lab). The Lemanski family lives at 4102 Bonfield Place, South Bend.



TOM HOLSINGER

After working as a welder, grinder, cabinet set-up man, and in the Dustube department, Tom Holsinger recently became an assistant foreman in the Assembly Department. Tom served for three years as a welder in the Army's Heavy Recovery Corps and has experience in tool and die making and machining.

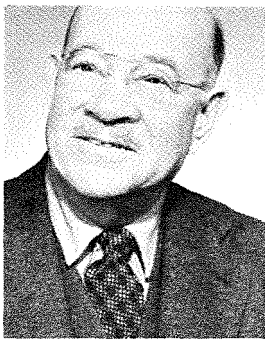
An active member of the American Legion, Tom holds the position of Delegate and Sergeant-at-Arms. Hunting and fishing are his hobbies and he has brought back six deer on hunting trips to Wyoming. Mary Lee, Tom's wife, accompanied him on a recent trip and also bagged a deer. "She never shot a gun before," says Tom. He also enjoys hunting pheasants and geese and fishes in Northern Indiana and Southern Michigan.

Tom and Mary Lee Holsinger live at 17589 Bulla Road, South Bend, and have two children, Tracy (5) and Pammy (1½).

David Logan

David Logan, whose 57-year Wheelabrator career ended with his recent death, was a man of unusual talent and determination. Originally hired by Mr. Verne Minich, president of the Sand Mixing Machine Company, Mr. Logan had the unique experience of witnessing the growth of that firm into the present Wheelabrator Corporation.

Born in Broughshane, Ireland, Dave decided that before he finished his schooling, he should obtain further education at sea. Without parental consent he sailed on a tramp steamer from Belfast, seeking his fortune. The voyage, which took him to many Mediterranean ports, Egypt, and India, satisfied his desire to travel on tramp steamers, but increased his urge to go places. With this in mind, he became an apprentice millwright at an Irish woolen mill, earned enough money for pas-



sage to New York, and he landed there on April 10, 1910.

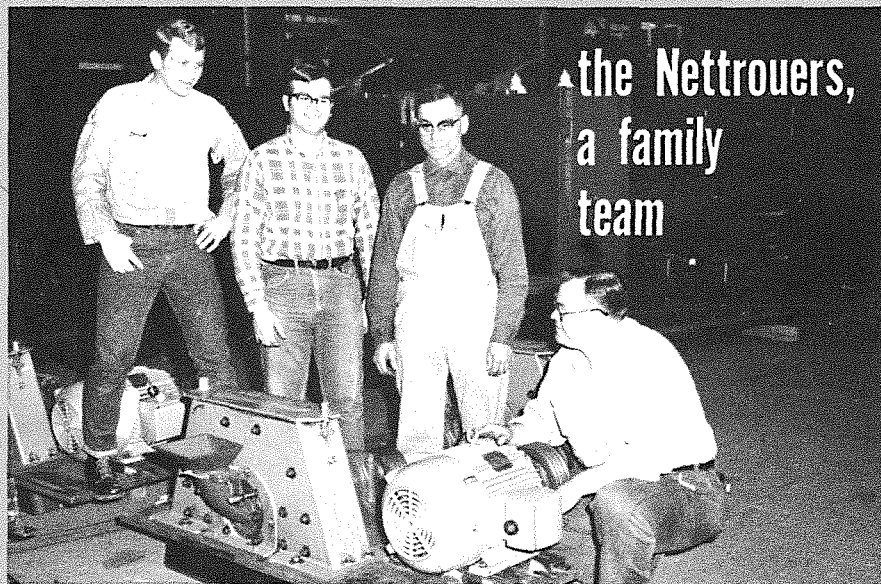
The following day he obtained a job in the machine shop of a prominent Philadelphia manufacturer of knitting machinery. Six months later the company moved and Logan began building powder pressing machines for E. I. duPont de Nemours Co. When the building adjacent to the one in which he was working went up in smoke, Dave's desire to continue in the explosive business went with it and he returned to

Philadelphia, where he was hired by the Allen Steel and Iron Company, manufacturers of a new machine called a Sandcutter. As head assembler, Dave often serviced the early machines and it was on one of these calls that Mr. Verne Minich, whose Sand Mixing Machine Company sold the Sandcutter, offered Dave a job as a Service Engineer.

He took the job, which called for extensive field work, sometimes 12 hours a day, six days a week, and the name of Dave Logan and the Sandcutter became known to foundrymen throughout the nation.

As the Sand Mixing Machine Company developed into Wheelabrator, Dave moved with it, becoming an Eastern Region Sales Representative in 1942 and later a Sales Engineer in our New York Office.

In 1958, Mr. David Logan formally retired from the company and from that time until his death, he served as Wheelabrator Consultant, making his home in Clark Summit, Pa.



NO MATTER WHAT HOUR of the work day, at least one or more members of the Nettrouer family can be found in our Steel Shop, the base of operations for this Wheelabrator family team since they first put down roots here in 1952.

It was in that year that Clarence A. Nettrouer began his Wheelabrator career as an assembler, and his example was followed in succeeding years by his sons Bob, Dick, and Jim. But in addition to choosing related Steel Shop jobs — (Bob is a "Top A" assembler, Jim, an "A"

The Nettrouers — Dick, Jim, Clarence, and Bob.

assembler, Dick, a welder, and C. A., a group leader in light assembly), they share a deep interest in bettering their home community, Goshen, Indiana.

Clarence, for example, (who still farms in the Goshen area), is an active church member, serving as the Director of Prayer Retreat at his church.

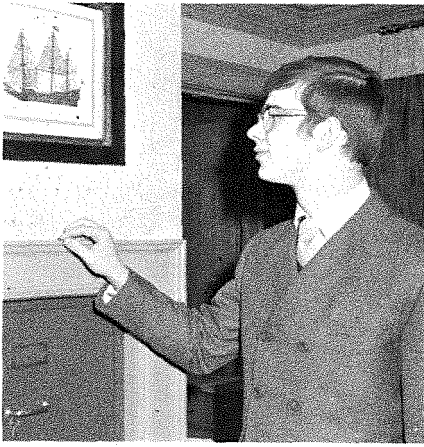
Bob divides his off-work hours between duties as a Captain in the Goshen Civil Defense (he is Assistant Chief of Operations

and First Aid Officer), as an advisor in the Goshen Cub Scouts, and with the Indiana Volunteer Firemen's Association. He also finds time to belong to the Loyal Order of Moose and likes to fish, camp, and hunt.

Following his brother Bob's lead, Jim is a 2nd Lt. in the Goshen Civil Defense and holds the position of Security Officer. Like his father, Jim is active in church work (he teaches a 7th grade Sunday School class) and gets up early on Saturdays to play basketball with his church league team.

Dick, who coaches the team, was the recent recipient of Goshen's "J. C. of the Year" award, given for his outstanding contribution to the Goshen community. A past Chaplain with the group, Dick currently serves on their Board of Directors. Like his brothers, Dick spends much of his off-hours time working with young people.

Other family members include two brothers and a sister, who is now in college. Together, the Nettrouer sons who work at Wheelabrator have nine children and from all signs, some of them may one day become familiar faces here, too.

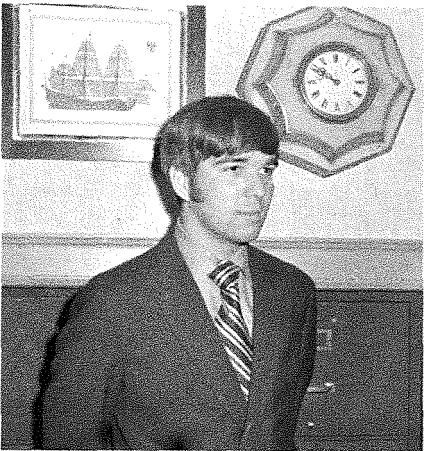


MAREK L. WINIARZ

Pfaff, Minich Scholars Named

Marek L. Winiarz, Robert W. Geist, Receive 1970 Awards

Marek L. Winiarz, a Mishawaka High School senior who came to the United States with his parents in 1964, is the 1970 recipient of the Verne E. Minich Scholarship to Purdue University. A member of the Spanish club, Quill and Scroll, National Honor Society, and photographer for his school's newspaper and yearbook, Marek plans to study physics at Purdue. He has won honors for creative photography and has been on Mishawaka High School's academic honor roll since his freshman year. He is the son of Leo Winiarz who works in Wheelabrator's Engineering Department.



ROBERT W. GEIST

Robert W. Geist, son of Mr. and Mrs. Albert W. Geist, will attend Notre Dame University as a recipient of the Otto A. Pfaff Scholarship. Active in intermural sports, math club, National Honor Society, scouting, yearbook and newspaper, Robert received a National Merit Scholar's Letter of Commendation and was named a Hoosier Scholar in recognition of his outstanding academic accomplishments. He plans to major in pre-medicine at Notre Dame, and later attend medical school, specializing in neural and structural birth defects.

Selection of the winners of the Verne E. Minich Scholarship at Purdue, named for Wheelabrator's founder and first president, and the Otto A. Pfaff Scholarship at Notre Dame, named for Wheelabrator's second president, is determined by scholarship committees from the respective universities, based upon the student's ability to meet college entrance requirements, scholastic records, financial need, citizenship, moral character, and general college aptitude.

Chalmer R. Cline

EDITOR'S NOTE: It was with regret that PARADE'S publication schedule permitted only a short notation in our last issue concerning the untimely death of Mr. Chalmer Cline, Engineering Assistant to the President.

Mr. Chalmer R. Cline served Wheelabrator for 23 years, principally in the fields of patent law and as the Engineering Assistant to the President, providing liaison between the executive, engineering, and research departments.

Closely associated with our international operations as well, Mr. Cline was instrumental in the compilation of the extensive technical data distributed to our affiliate firms throughout the world. His absence is felt by all.

In addition to his services at Wheelabrator, Mr. Cline was a member of the South Bend Lodge No. 294 F &



CHALMER R. CLINE

AM, Scottish Rite Valley of South Bend, Orak Temple of Hammond, Morris Park Country Club, and served on the Board of Directors of Junior Achievement, Goodwill Industries, Inc., and the South Bend-Mishawaka Area Chamber of Commerce. A lieutenant colonel in the Army, he served on the staff of the late Gen. Douglas MacArthur and was a graduate of the University of Cincinnati in the School of Chemical Engineering.

Surviving Mr. Cline are his wife, Eunice, two sons, and a daughter. The Clines have been residents of South Bend since moving here from Milwaukee, Wisconsin in 1946.



THE 747 GETS ITS WINGS

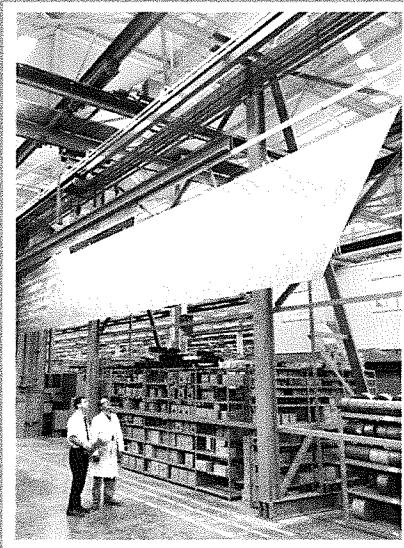
— Photo courtesy Boeing Aircraft.

BY ANY MEASURE, the 747 “Jumbo Jet” is built on a grander scale than any other commercial aircraft. According to Pan American, which flies the majority of 747’s produced, it is the “fastest, longest, and most superlatively comfortable jet liner in the world”, and there’s little reason to doubt their word.

Engineering Achievement

Weighing 700,000 pounds, the unique jet carries 360 passengers and over 32 tons of baggage, mail, and air freight each flight. Aboard the 747, the scope of the giant plane continues to amaze—seats in rows 10 across, 7 foot ceilings, 6 motion pictures, a spiral staircase ascending to a topside lounge, and over 11,000 pieces of silverware, dishes and glasses in its 3 galleys.

Engineers throughout the world agree that the 747 is a



A wing skin emerges from the Wheelabrator shot peening machine at Boeing.

spectacular manufacturing achievement and that’s where Wheelabrator comes in . . . at Boeing’s Auburn, Washington plant where the 747’s wing panels are shot peened.

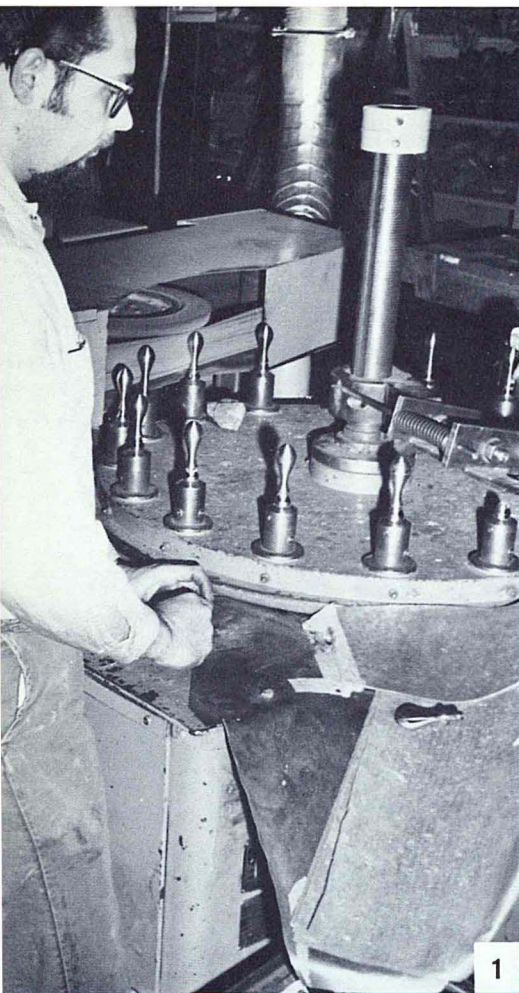
Shot Peening Art

Peening, an ancient art, is based on the principle that “cold working” many metals (striking

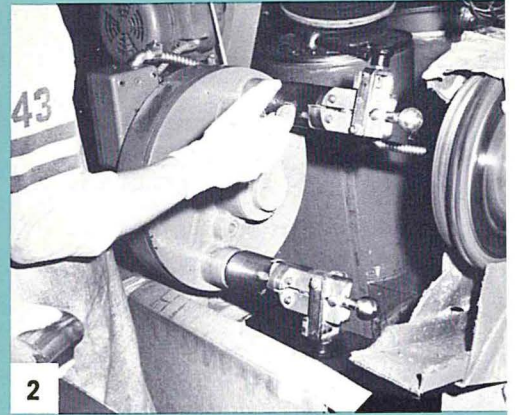
the metallic surface without heating it first), strengthens the material. In Boeing’s Wheelabrator shot peening machine, steel shot, thrown by 14 precision controlled wheels, produces an infinite number of minute dents in the wing skin surface, creating a plastic stretching that strengthens the skin.

To form the desired wing curvature, the convex side is peened with higher impact. In this way the 747 gets its wings and keeps them, for shot peening imparts protection against fatigue stress and corrosion cracking, a vital safety factor in aerospace constructions.

Wheelabrator may not readily come to mind when one of the magnificent 747’s pass overhead, but it is with the help of Wheelabrator’s shot-peening technology — and equipment — that the swept wing jets are born.



Employee Ideas — 1—Machine handles are automatically polished and removed from table fixture. 2—Simple fixturing, designed and built by employees, now allows us to polish three-ball handles automatically, an innovation boosting production. 3—“Down the Line” — a simple fixture based on an employee’s idea, expedites the assembly of control handle swivels.



Invention Breeds Invention

Focus on Balcrank Operations

FOR THE MOST PART, industry’s best ideas are simple. And clever. And profitable.

These three points characterize a number of recent manufacturing innovations in the Balcrank Polishing and Assembly Departments, some obtained from progressive machine manufacturers but many produced by the ingenuity of Balcrank’s own work force. In every case, ideas like these pay off by boosting production, insuring a uniform level of high product quality, and making the employee’s job easier.

Method Improvement Form

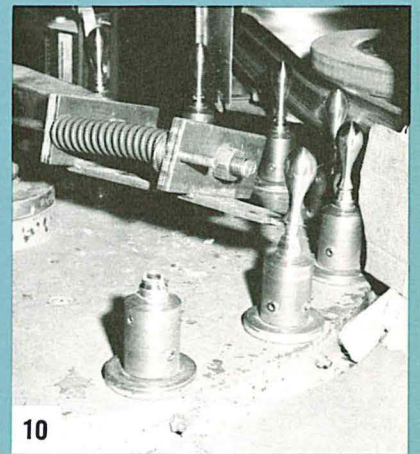
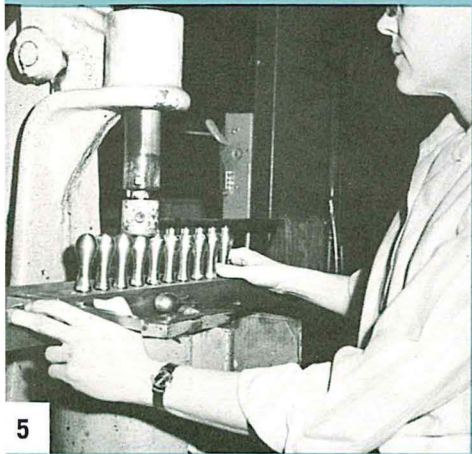
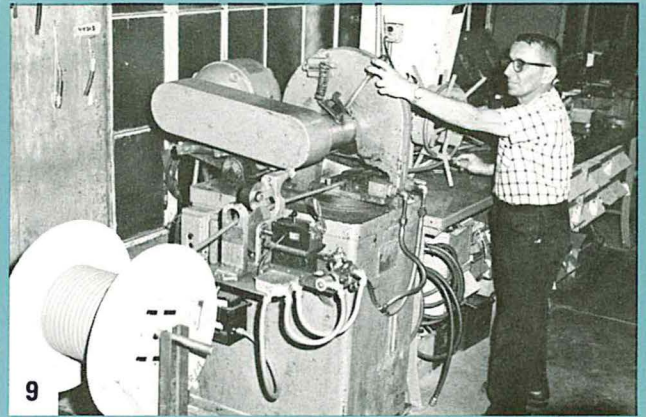
In use for many years in the Balcrank Division and now throughout the entire shop is a program for submitting proposed method improvements for further value analysis. Overall experience shows that the majority of ideas incorporated as new manufacturing methods concern small details, beginning with a notion that “there ought to be a better way” to do an individual operation — such as drilling a hole, fixturing a work piece, or polishing a handle.

Production engineers, methods and planning personnel, and supervisors alike recognize that while an initial idea may not be a refined, proven method, employee recommendations are often the best source of manufacturing improvements.

Discussing this point in the last issue of *PARADE*, K. E. Blessing, Vice President and General Manager, called for “better ways to get things done . . . and a larger pool of constructive ideas that will make for stronger decisions,” adding that “no one is in a better position than the worker to offer suggestions that focus industry’s technology imaginatively and responsibly on a customer’s needs.”

An American Belief

Almost 150 years ago the great American philosopher, Ralph Waldo Emerson, said that the basis of America’s industrial growth lies in our belief that “invention breeds invention”. Certainly his phrase typifies the manufacturing progress of the Balcrank Division, and throughout other shop areas, too.



Recent Production Developments — 4—Designed on systems used by large catalog houses, the gravity-powered conveyor at Balcrank Plant 4 speeds shipments. 5—Revolving machine handles are assembled rapidly with this simple device, based on an employee design. 6—Before an employee proposed slotting revolving handles so they could be held in a fixture, this part could not be automatically polished. 7—Man's greatest tool, his hands, prove to be the fastest and simplest way to insert ball bearings into control handle swivels, another employee idea. 8—Bob Pflugner, Production Manager — Balcrank, Bob Ballengee, Industrial Engineer and Scott Burdett, Value Analyst, discuss applications of a new method improvement submitted by an employee. 9—Previously air hose was strung out in long lengths for cutting, but an employee's idea for a simple winding device made the job easier. 10—A close-up view of a valuable invention — a simple device that automatically lifts machine handles from their polishing fixtures. 11—Pumps via the assembly line, a basic, efficient production layout put in use by an employee. 12—Work in progress on a semi-automatic system for spraying compound on polishing wheels, accomplished with the assistance of a Balcrank pump and our own personnel. 13—Small parts are automatically packaged and stamped with their identification now, faster than hand packaging and labeling.



people AND events IN THE NEWS



A. Joye
25 YEARS

20 YEARS

J. Rallo

15 YEARS

J. Hansen
R. Fenska
W. Beathea, Jr.
D. Jurgenson, Sr.
F. Turza
C. Boenne
J. Rexson
G. Hillyer

15 YEARS

C. Dietrich
J. Leyes
J. Brady, Jr.
R. Fuller
S. Czajkowski
E. Stasiak
M. Vena
L. Zawierucha
B. DeLaurelle
R. Slos
M. Lester

15 YEARS

C. Bukowski
S. Lemanski
R. Love

10 YEARS

J. Horak
R. Powell
D. Drake
R. J. Rumppler

Anniversaries

Executives Speak



Dennis Hixenbaugh

Mr. K. E. Blessing, Vice President and General Manager, spoke to members of the Michiana Chapter, Administrative Management Society, on the topic of "Air Pollution and Its Effect on Our Ecology and Economy." The group is comprised of management personnel from many firms throughout the Michiana area. Mr. Blessing also served on a panel discussion of water pollution before assembled students and faculty members at the University of Notre Dame.

Dennis Hixenbaugh, Air Pollution Control Engineer, appeared on the WSJV-TV program, "Byline", discussing various applications of air pollution control systems. Films taken at the installation of the Wheelabrator electrostatic precipitator at the New York Municipal incinerator were also shown.

Joseph Janush, Marketing Manager, served as chairman at one of the 23 symposia comprising the technical agenda of the National Association of Corrosion

Engineers Conference held in Philadelphia.

Edward Hackett, APC Project Engineer, discussed the engineering principles involved in the design and application of air pollution control systems before members of the American Society of Heating, Refrigeration, and Air Conditioning Engineers meeting in LaPorte.

Hardy Stebbins, Industry Manager, Structural Blast Equipment, presented recent developments in cleaning room operations before 80 members of the Hawkeye Chapter, American Foundrymen's Society in Waterloo, Iowa.

R. B. Donovan, Manager-Jet Pulser, was the featured speaker at a meeting of engineers from the Goshen Chapter of the Society of Manufacturing Engineers. The group, meeting in the auditorium of the Research and Development Center, viewed a slide presentation and demonstration of the Jet-Pulser system.

Significant Sales

Among a number of significant sales recently recorded are the following: Caterpillar Tractor purchased an enlarged blast cleaning system (2-W continuous shaker conveyor) designed to clean up to 40 tons of scrap metal per hour prior to remelting. The

Lummus Co., Houston, Texas, purchased eight complete dust collecting systems which they will install at the Columbian Carbon Company for separating carbon black from the gas stream and cleaning carbon black dryer effluent.

Promotions and Appointments

Jack Bowers, from Supt. Assembly to Production Control Manager, reporting to **A. J. Beery**. **Bill Cholasinski** to General Foreman, First Shift; **Tom Kirkpatrick** to Foreman, Second Shift; **Tom Holsinger**, Foreman, Assem-

bly Dept.; **Stanley Lemanski** to Foreman, Dustube.

C. J. Herman appointed Manager of Contracts, A.P.C.; **Herbert Love, Jr.** to Cost Improvement Analyst.



Hospital Development Fund Drive

ALL RESIDENTS OF THE GREATER South Bend-Mishawaka area are being invited to support the St. Joseph County Hospital Development Fund drive which is now underway.

Involvement is urged by every individual, organization and business establishment protected by the three hospitals — Memorial and St. Joseph's of South Bend and St. Joseph's of Mishawaka.

Wheelabrator employees will be able to make their contributions to the hospital fund through a payroll deduction plan, which allows installment subscriptions payable over a three-year period. It is pointed out that stretched over a period of 36 months, each \$100.00 contributed amounts to less than 10 cents per day before taxes.

Each Wheelabrator employee will be solicited individually by a co-worker.

In order to provide hospital facilities for area residents in the 1970s, the Development Fund has projected financial requirements of \$24,000,000. Much of this money is available through the long term borrowing power of the hospitals, by using local, state and national government funds, through corporate gifts and large private donations.

The balance can only come from voluntary individual support. A \$10,000,000 objective has been established. This amount, plus the \$1,605,000 subscribed in a separate cam-

paign held in 1966 for St. Joseph's Hospital, Mishawaka, totals \$11,605,000 or 48 per cent of the estimated total expansion and modernization costs.

Ask the question, "WHO BESIDES ME OWES ME A HOSPITAL?"

Hospitals are everybody's business just as are schools, streets, fire and police departments and other vital community services.

Among hospital facilities currently utilized in the area are buildings more than 50 years old and each hospital is plagued with obsolete facilities.

It has been determined that almost 300 beds must be added to the 822 now in the three hospitals. And of the 822 existing beds, 288 must be replaced. Thus, a total of 585 additional and replacement beds are scheduled in the hospital expansion and modernization programs.

Just as importantly, improvements will strengthen surgery, X-ray, laboratories, physical therapy, intensive and special care, coronary care, rehabilitation and all the other support facilities required in modern patient care.

The goal is big but it is the goal of everyone. And when broken down to an individual basis over 36 months, it becomes almost a "painless" guarantee for the hospital protection of employees and their families.

Morfoot Elected



Charles Morfoot, Office Manager, Sales Department, was elected President of the Michiana Chapter, Administrative Management Society, a group comprised of management personnel from firms in the Michigan and Indiana area.

Active with the group for five years, Charlie has served on their membership committee, as program chairman, and since last year, as vice-president. The AMS is noted for its sponsorship of business shows, national salary survey, and many publications focusing on special management areas.

New Employees

C. Whitfield, **Fabrication**; B. McConahay, R. Mack, C. Easton, **Plant 2, Prod.**; D. Sisk, **Mach. Shop**; R. Mittiga, **Foundry**; R. Dircks, **Plant**

Engineer; M. Maggart, K. Hughes, R. Jurjevic, G. Delio, R. Bauters, W. Koch, **Engineering**; C. Kline, D. Zieger, **Purch.**; S. Hartley, F. Mast, **Ofc. Svcs.**; M. Cutrone, D. Segulja, J. Konkle, F. Sjoquist, **APC**; S. Baker, M. Honold, B. Bradford, J.

Gordon, A. Bische, **Sales**; S. Berkey, **BC Sales**; E. Shelton, **Billing**; M. Drake, **Central Reg.**; J. Geib, J. Gladura, V. Canell, **Cost**; S. Wiley, R. Phegley, K. Landis, D. Armstrong, **Data Proc.**; R. Tisch, C. Hickey, **Acctg.**; J. Bird, **Research**.



The Shack the Gang Built

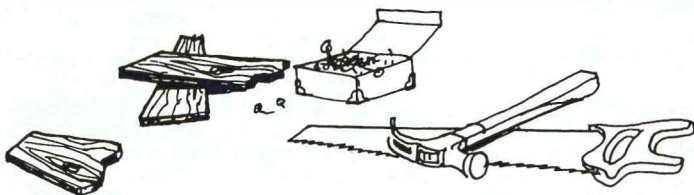
When I was a boy, our gang built a shack in the woods near my home. There were eight of us in the gang and each contributed his share of old lumber discovered somewhere around his place. With a lot of pounding, sawing and sweating, we finally succeeded in assembling the odds and ends into a shack of which we were all proud. It was an example of the magic of co-operative effort. Here, by pooling our two-by-fours, planks and shingles, we had created a retreat where we could be cozy when the winds blew and the rains fell.

We had only enjoyed our co-operative shack a few days when Skinny got mad about something. Suddenly he was outside prying off his boards. Then Jim said that if Skinny was quitting, so was he, and he got busy tearing off what belonged to him. That shack came down ten times as fast as it went up! In no time at all it was just odds and ends of old lumber once more, being carried away by the eight fellows in the gang. We were all out in the wind and the rain again!

Although this happened more than thirty years ago, I have often been reminded of the experience. I've watched the building of splendid organizations by the co-operation and teamwork of men, each contributing his bit to the whole, each carrying his share of the load. I've seen other organizations torn down through selfishness and discord among men. I've seen the greatest of all wars develop as the members of the world gang of nations took their planks and went home, leaving themselves at the mercy of the whirlwind now sweeping the world.

How long will it be before we learn the simple lesson of the shack in the woods? If we wish to build organizations that will live, if we want to build a peace that will endure, then we must contribute our planks of harmony and teamwork and nail them on to stay with mighty spikes of faith, good-will and understanding.

How Does the Stock Market



Bubbling Again

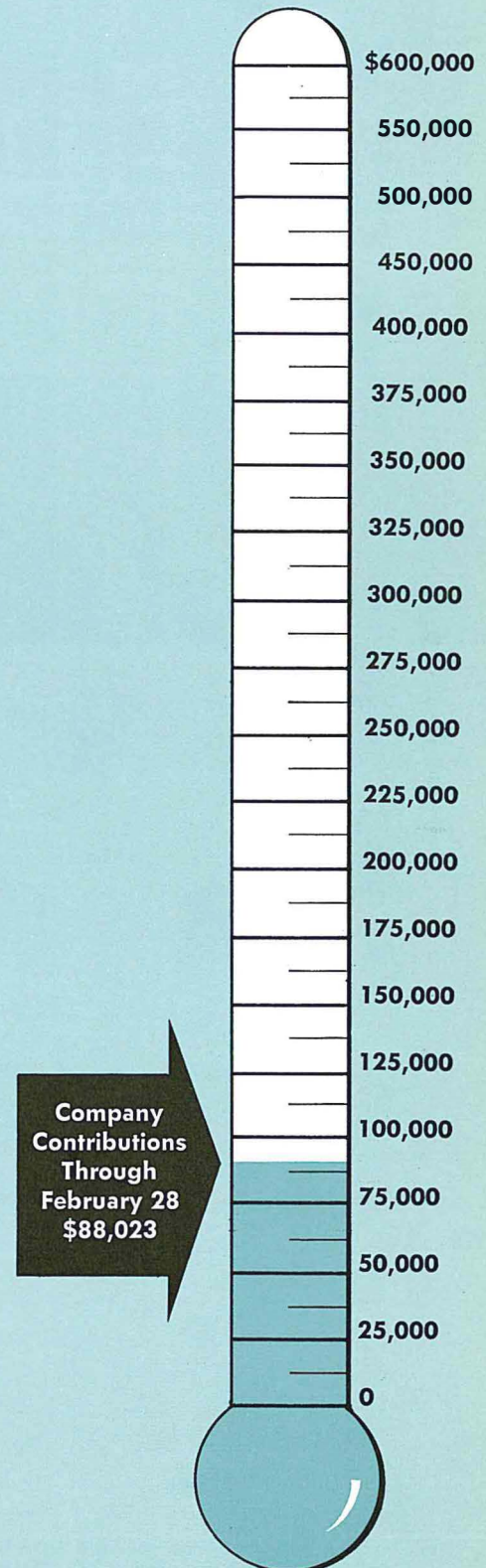
THE PROFIT-SHARING FUND'S trustees, legally responsible for every dollar in it, invest the fund to make the plan more valuable to participants. In this way your account grows through earnings as well as company contributions. There aren't many investments the trustees can make that don't have price fluctuations, and generally the greater the element of risk, the greater the possibility of gain. For this reason the trustees strike a reasonable balance and also diversify our investments, putting our "eggs in many baskets".

Also, our investment portfolio is divided between bonds and stocks. When we buy a bond we *lend* a corporation (or the government) money. We receive interest on the bond and when it reaches maturity, its "par value" (what we loaned). Bond values don't fluctuate much but their value can be influenced by supply and demand — if we decide to sell a bond we presently own. The price of bonds, however, has moved little over the last 35 years and as long as the company from whom we purchase a bond can pay it off when it comes due, the bond is a fairly stable investment — but one offering little possibility of growth.

Affect Profit-Sharing?

Stocks, however, represent ownership in a company, usually pay a dividend, fluctuate in price, and offer a good possibility of growth. Profit sharers have a big stake in our national economy because they share in both Wheelabrator profits and those of other firms. The stocks our trustees buy usually are those of companies with long histories of paying dividends, but many conditions can influence the value of stock, some outside the business itself. A few are: investor opinions about the future growth of a firm, nation-wide economic trends, introduction of new products and big orders. Over the last 30 years the value of individual stocks has varied widely, but the overall trend is generally up. Profit sharers should not get too excited about short-term changes in stock values because it's the long-range trend that counts — especially for conservative investment stocks, the kind comprising our portfolio.

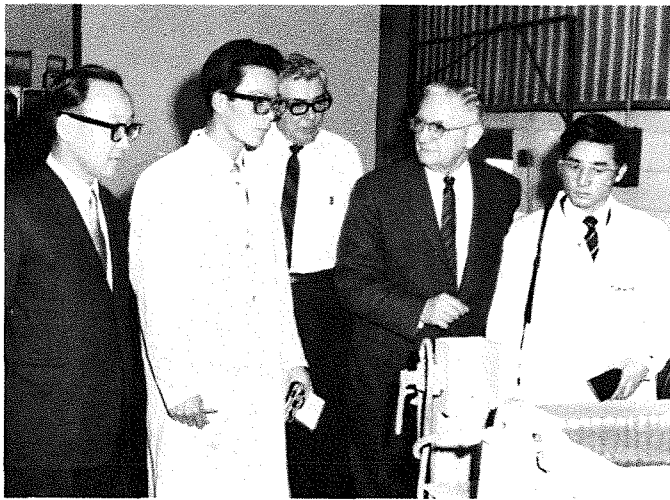
Thus, an individual account statement reflects investment values only at one particular time. The real gauge for analyzing the success of a Profit-Sharing plan is its record over many years.





NEWS & VIEWS

John Cordell, vice-president and general manager, Wheelabrator de Mexico, and J. L. Hesburgh, vice-president-International Operations, confer with G. Cabrera N., Director General, and J. Latapi, Production Manager, from Fundicione De Hierro Y Acero, Mexico during the Mexican executives' recent visit to our plant.



H. Hagiwara, Manager, Lorco and Jet Pulser, and Lorco engineers M. Watanabe and K. Ukai, from Sintobrotor examine equipment in our vibratory finishing lab, accompanied by R. Wolf (center) and B. Brandt.



Sergio Loeb, a metallurgical engineer working for EISA, Wheelabrator's licensee in Brazil, examines blueprints with A. Nicolini, Engineering Liaison Manager-International during his recent visit to the plant.



Candi Dunsizer models a coat for Elaine Baldini, Del Canarecci and Kathy Hes which was worn in the Julianna Club style show and card party held on April 9th. An annual club event, the party raises funds for the Julianna's many philanthropic projects.



Ralph W. Purdy, executive secretary, Michigan Water Resources Commission, Murray Stein, assistant commissioner for enforcement, Federal Water Pollution Control Administration, K. E. Blessing, vice-president and general manager, Wheelabrator, and Lloyd S. Taylor, South Bend City Engineer, meet prior to a symposium on environmental pollution held at the University of Notre Dame.



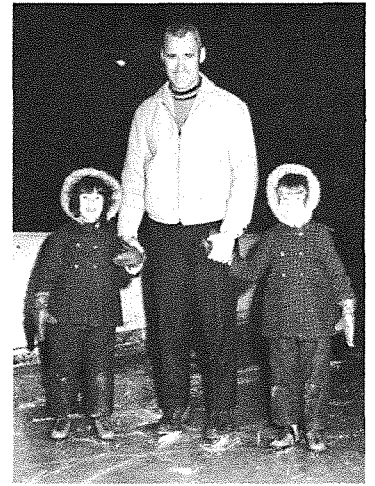
Wheelabrator's exhibit at the Exposition of Industry and Finance, Third Annual Institutional Investor Conference in New York City. The exposition, which draws investment analysts throughout the country, updates investment counsellors on the recent and potential product developments by many large firms.



Ray Donovan, Manager Jet Pulser Sales, and Bob Greene demonstrate the Jet Pulser to members of the Society of Manufacturing Engineers from the Goshen-Elkhart area.



Tim Bidlack, Dick Bidlack's son, takes a spill but keeps smiling.



Don Clark and daughters at the Athletic Association's ice skating party held at the Howard Park rink.



Athletic Association members board buses for the group's trip to the hockey game at the Fort Wayne Coliseum.



Frank Walker helps his son, Frank, Jr., a beginning skater, at the party.

The Big Bands Revisited



Above — Nick examines a prized part of his collection — the huge, multi-mirrored reflecting ball that once graced the ceiling of Playland Park's "Melody Gardens", a dance hall made famous by the big bands.

Right — One of the 5,600 records that comprise Nick's unusual collection. All were recorded at 78 rpm and many have the original jackets. Estate sales, auctions, and junk shops are the best sources of records from the big band era, according to Nick.

MEMORIES OF THE ERA when Chicago's famed Aragon and Trianon Ballrooms were meccas for swing band enthusiasts and the Dorsey, Guy Lombardo and Glen Miller bands drew capacity crowds on one night stands at Playland Park's "Melody Gardens" are kept alive by a 26-year-old Wheelabrator employee.

Nick Sisk, who has worked in the Machine Shop since 1966 and probably should be more moved by the beat of the Beatles than the "sweet band" sound of Guy Lombardo, has amassed what may be one of the largest privately-owned collections of dance band memorabilia in existence.

Nick traces his interest in the 1930's sound back to grade school, when he was given an old victrola and a collection of pre-war recordings. His collection of vintage records has grown ever since then and today contains 5,600 recordings with the best records ("around 3,000") carefully catalogued and kept at home. Anyone interested in taping items in the collection is welcome and his recordings have been "borrowed" many times in this way.

Nick's collection also includes an extensive library of sheet music of

the 1930's which his 12 piece dance band plays. It would seem only natural for an amateur musicologist like Nick to have a band, and his group is devoted to preserving the "sweet band" style of the 1930's. Performing under the name of the "Tony Barron Orchestra," the group maintains a force of 62 young area musicians for its frequent engagements and according to Nick, "plays for dancers, not acrobats." The band, he adds, derives its name from the "Blue Barron" band of the thirties and band leader Tony Barron, whose widow provided many of the group's original arrangements.

Local History

Nick's knowledge of big band history is extensive. "South Bend and Mishawaka," he says, "were really in the heartland of the era. On off-nights and on their way to Detroit, the Chicago-based bands made dance halls around here famous . . . places with names like the "Melody Gardens" (at Playland Park), the Palais Royale (now occupied by a Chinese Restaurant), the Avalon at Baron Lake (now a boat dock), the Ramona Palace (today it's a skating rink), the Tazmo Gardens (located on the present site of the Rockwell plant, it burned down in the 50's), and the



Hudson Lake Casino (which now stands empty).”

What killed the big bands? “Actually they killed themselves,” says Nick, “by pricing themselves out of the business. Today very few places can pay the \$3200 per night Guy Lombardo’s band gets. And the movies helped to dilute the big band’s audience, too. People found other interests. All told, the big bands only lasted about 20 years, not too long for an important musical style.”

Return to Old Style

What of today’s music? “Great,” says Nick. “There’s a surprising return to the old style in songs like ‘Winchester Cathedral’, but more important is that some bands have started to seriously include brass and saxes — and even to play *written* music rather than just making it up. When that happens there will be a lot less



noise and more of the precision that was the trademark of the big bands. Who knows . . . the wrecker’s ball hit the Trianon Ballroom only last year . . . maybe they’ll rebuild it someday.”

An old, hand-cranked victrola may seem to be the most authentic way to listen to 1930 vintage records, but it isn’t. Unfortunately, the early record players never could do justice to the recordings by the big bands.

Friends Remembered

Featuring Our Retired Friends



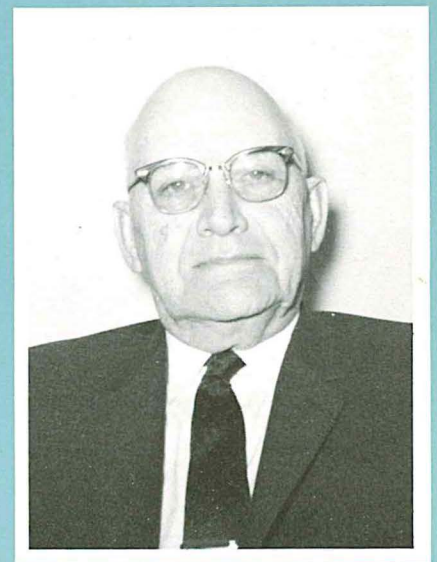
Cecil Rice, who worked in assembly and the Steel Shop, writes from his riverfront home in Osceola where he likes to raise flowers, fish, swim, boat, and just sit on the riverbank. “I think the beautiful St. Joseph River to me is what I always had dreamed of before I moved here 25 years ago,” he says. “I’ve looked no farther.”

When PARADE asked if he belonged to any clubs, Cecil responded that he and his wife, Helen, have 30 grand and great-grandchildren who “keep me so busy I have a club of my own

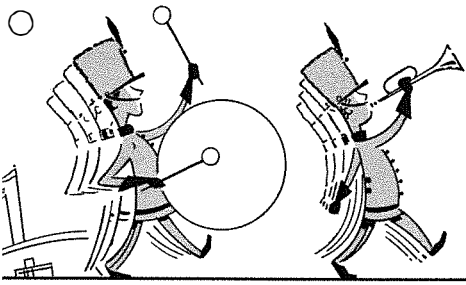
— and I’m the king.” His opinion of profit-sharing? “It’s hard for a working man to save, so I put my profit-sharing money in the bank and now *enjoy* my social security. The Wheelabrator Corporation was a wonderful place to work and I appreciate everything they did for me and my family.”



Ray Hutchins, a recent retiree, reports from Sebring, Florida, one of the stops on an extended vacation he and his wife, Alice, are taking throughout the South. While following the Florida sun, Ray has renewed old friendships with former employees George Roof, Virgil Personette, Harley Martz, and Gilbert Blair (pictured left-right).



Ernest and Velma Frankfather have 28 grandchildren and 8 great-grandchildren. A former guard, Ernest says he likes to carve articles for his grandchildren and work in the yard. Profit-sharing, he notes, truly paid off for him — leaving him debt-free at retirement.



PASSING PARADE

Andrew (Andy) Dreves, son of PARADE editor **Carter Dreves**, had a surprise birthday party for his third birthday. Among the many toys he received was a garden tool set. He promptly proceeded to dig up the rug and trim the chairs.
Karen Myers, Adv.-Marketing

We welcome back **Karl Andrews** and **Frank Turza** who both were on sick leave. . . . Our best wishes to Mr. and Mrs. **Eddie Lee** on the birth of their son, Jeffery, on February 26 . . . **John Horvath** of the Tool Room returns after a brief illness . . . Our new addition to the Machine Shop, a king-size boring mill, is proudly operated by **Andy Rupchock** . . . **Larry Dawson**, who recently purchased a race car, awaits a fine summer of racing. Larry also attended a special school for drivers to train them for the road.

Nick Sisk,
Machine Shop, 1st Shift

Congratulations to **Bernie** and **Jeri Giek** on their 22nd, **Cal** and **Orene Benson**, 26th; **Mike** and **Sandra Weinkauf**, 9th; and **Dave** and **Jean Sisk**, 16th, Anniversaries . . . **Dick Myers** and family moved into a new home . . . Welcome back to **John Rice**, **Carl Jones** and **Jim Hanks** after their illnesses . . . We offer our sympathy to **Ben Gasko** on the death of his mother and **Ken Mumby** on the death of his father-in-law . . . Congratulations to **Paul** and **Violet Drake** on the birth of a new granddaughter.
Roger Coleman, 2nd Mach.

Dick Nettrouer is going to Florida for two weeks in May. Dick plans to go fishing, sightseeing and visit friends . . . **Orley Stalker**, father of **Chuck Stalker**, died Jan. 22. He was 83 years old. Our deepest sympathy, **Chuck** . . . **Ed Bertrand** has two champs in his family. His oldest boy, 13, won the Beiger School wrestling championship of his weight (122 lbs.) class. The other boy, 12, was on the 6th grade, Twin Branch basketball team that won the district tournament . . . **Jean Bodine** is a proud owner of a brand new Buick Skylark . . . **Roger Gropp** spent 22 days abroad. He stopped in France, Switzerland, Italy, Greece, Austria, Germany and back to the good old U.S.A. . . . **C. A. Nettrouer** has returned from a month's sick leave. Glad to see you back, Clarence . . . **Joe Bidlack**, foreman of assembly, has returned from 2½ weeks sick leave. Glad to see you back too, Joe

Everett Richardson, formerly a crane operator in the Steel Shop, is surrounded by well-wishers at his retirement "farewell".



Alex Retek's son, David, won the Boys' Senior Div. Singles Bowling Championship for the No. Indiana District over 768 entries. He also is a candidate for the Air Force Academy . . . **Jim Evans' daughter**, Sara Beth, now is licensed to practice law in Washington, D. C. as well as in Indiana . . . **Norma Crider** thanks everyone for the many cards, gifts and visits while she was ill . . . We welcome **Kathy Hughes** to the Engineering Dept. as a "draftslady" . . . **Jack Blocker** is recovering from an auto accident and we hope he will be back with us soon. . . . Congratulations to **Carl Overmyer** on his second son's birth and **Myron Noble** has added a second daughter to his family . . . **Julius VanderBruggen's** son, Russell, had a lead role in Mishawaka High School's production of "My Fair Lady" . . . All of us wish **Dimi Siviak** a speedy recovery from his recent operation . . . **Bill Imel** and his wife just became first-time parents, a little boy!

Betty Honold, Engineering

Welcome to **Glenn Fulmer**, new Manager of Labor Relations . . . Much happiness to **Candi Dunsizer** and **Jerry Weldy** on their recent engagement . . . Congratulations to **Ralph Sanford** who has quit smoking . . . **Lou Kenney's** daughter in Finland is going to make him a grandfather again.

Nancy DeLaurelle, Ind. Rel.

Sympathy expressions to Mr. and Mrs. **C. V. Kelly** and family . . . Welcome to **R. Mittiga**, a new employee in the foundry . . . Congratulations to Mr. and Mrs. **D. Carter** who will soon become proud parents again . . . **S. Jacobs** and **J. Marszalowski** were married on Feb. 28 . . . Wedding anniversaries: Mr. and Mrs. **C. VanBellegem**, 28 yrs.; Mr. and Mrs. **E. Stasiak**, 24 yrs.; Mr. and Mrs. **Hunt**, 24 yrs.; Mr. and Mrs. **J. Haines**, 12 yrs.

Louis M. Ganus, Foundry

We welcome to our department two new mail boys, **Steve Hartley** and **Frank Mast** . . . We also wish our best to **Nancy Klopfenstein** on her recent engagement.

Carole Kalil, Office Services

Welcome to **Jeanne Runyan** of Order Entry Dept. . . . **Barbara Young** is home from the hospital and doing well . . . **Odelia Schaut** attended the flower show in Chicago . . . **Mary Catherine Stebner's** son, Bill, was named Chairman of the Board of Directors for Vitamin Information Bureau, Inc. . . . **Mary Catherine** and **Carol Saltzgeber** are "heading for the hills" of Kentucky with their church youth group . . . **Phil Jordan's** son, Jim, appears on "Beyond Our Control", Saturdays on WNDU at 6:00 P.M. . . . **Glen Bohm** returned as Mishawaka service engineer from Maintenance Dept. . . . **Jay** and **Betsy Psalidas** (service engineer) are making plans for a trip to Greece this summer . . . **Barb Broch** and her husband **Wayne** are expecting their first baby "Anthony Wayne" in September.

Julie Craven, Export

Welcome to **Barb Bradford**, **Marsha Honold**, **Sandy Baker** and **Gale Coleman**, who was married on March 28 . . . Best wishes to **Mr. Skene** on his recent marriage, and his trip to Florida . . . Congratulations to **Alan Van Huffel** who just became the father of a baby son . . . A warning from **Charlie Morfoot** about snow blowers: "Don't put your hands in them!" . . . Congratulations to **Martha Heston** who became a grandma again to a 7½ lb. grandson . . . Good luck to **Geri Lukens** who became the mother of four kittens . . . Welcome **Lorrie Pfender** to Parts Service.

Sue Davidson, Lorco

Our deepest sympathy to **Bette Bybee** on the loss of her husband, Lee . . . **Sandy Phelps**, who worked in Production Control, gave birth to a baby girl February 25th . . . Welcome to **Randy Foust** into our department . . . We wish **Don Miller** a speedy recovery on his recent illness . . . We'd like to express our sympathy to the family of **Wayne Wise** on the death of his father.

Kathie Hes, Materials

Mr. Lenhard's daughter, Anne, and her family visited here during the Easter holidays . . . **Mary Sander's** kittens, Anna and Abby, turned out to be **Andy** and **Abby**. Meow! . . . Our deepest sympathy to **Art Fuller** on the death of his mother-in-law . . .

Martin Schneider received spin-fishing gear and good wishes from fellow foundrymen on his retirement.



. . . Mrs. Rebecca Wallace, the mother-in-law of **Ralph Holdeman**, crane operator on assembly line and a former PARADE reporter, recently passed away . . . **Harold Groh**, foreman of assembly, broke three bones in his ankle and is in the hospital at the time of this writing. Speedy recovery, Harold . . . **C. S. Ulbricht**, carpenter in North Shipping, was on sick leave a month. Glad to see you back, Olie . . . This reporter is going to spend a week in May fishing for Walleye in Wisconsin.

Robert L. Nettrouer,
Steel Shop Assembly

Art Sellenberg has a hobby, camping, and travels with a Trade Wind trailer. Art vacationed in the following states — Missouri, Lake of the Ozarks, Florida, Kentucky, Tennessee, Georgia. His camping menu includes ham, steaks, fried chicken, etc., plus all the comforts of home on his trips . . . **Lou Barnette** has a "semi-hobby", apple trees. They are a special Molling-Merton stock, developed in England. Lou has grafted two of his own Golden Delicious apples and says he can produce apples in four years that normally take 8 to 12 years. Work involved is tremendous . . . We extend our sympathy to **Don Jurgenson, Sr.** on the death of his mother . . . **Don Jurgenson, Jr.**, returned to work after having an operation on his wrist . . . **Ron Albright** returned to work after having an appendectomy . . . **Ray Wagner** states that it was difficult to return to South Bend after spending two sunny weeks in Florida . . . **Benny** and Mrs. **DeLaurelle** were involved in a very bad accident on U.S. 33. We are all very happy that they survived this ordeal . . . Welcome to **Bruce McConahay**, a new employee in Plant #2 . . . Welcome home to **Charles Dubie** . . . **Ralph Hensel** who bowls with the Plant #2 bowling team achieved a 250 game, and for this he received a shirt with lettering on the back, signifying his average. However, he recommends not wearing this in league play . . . **Bill Koontz's** hobby is bowling, and he recently acquired a finger tip bowling ball. If anyone wishes information in regard to this type of ball, contact Bill . . . Added to the non-smokers list are **Hooter Mayes** and **Chuck Albright**. Since Hooter and Chuck have quit smoking the market on gum, coke, candy bars, etc., has gone up 75% . . . **Bob Chambliss** will vacation with his family Carla, Stacey, Paula, and Mrs. Chambliss in St. Louis, Mo. They will visit the Arch, and other interesting points . . . **Isaac Poff** will tour Tennessee. Isaac says there's nothing better than Blue Channel cat fishing.

Walt Stegman, Plant #2

Jim Miller and his wife, Norma, are the Presidents-elect of the Akawahsim (it's Mishawaka, backwards) Campers. Other Wheelabrator personnel elected were **Warren** and **Marcia Stickel**, vice presidents, **Don** and **Janet White**, secretaries, and **Ray** and **Edna Stuart**, treasurers. The family club travels via camper-trailer each month to campsites in the Midwest . . . **Ollie Ferrell** also

likes camping and just bought himself a truck camper, ready to venture out as soon as the weather is nice.

Tom Crider, South Shipping

Vivian Canell and **Jane Geib** have joined the Cost Department . . . **Dee Manuel** and **Linda David** both recently purchased new houses . . . **Eva Shelton** is a new employee in Billing . . . **Mary Rice** and her husband took a week's vacation in Florida . . . **Cheryl Hickey** and **Ruth Tisch** are new employees in Accounting . . . **Marie Lehman** and her husband are planning a two week trip to Hawaii, starting April 11 . . . **Tony Kruszewski** and his family spent a week skiing in Sugar Loaf, Mich. — while Tony and his wife were skiing, his children spent their time swimming in a heated pool . . . Data Processing has three new employees: **Sharon Wiley**, **Kathy Landis**, and **Becky Phegley** . . . **John Kohlmeyer** enjoyed a skiing trip to Colorado the last of March.

Elaine Baldini, Cost

John Michael, son of Jenny and **Joe Margraf**, made his appearance on Jan. 9, weighing in at 7 lb. 11 oz.

Hildreth Boehnlein,
Methods and Planning

We welcome **Gary Eby**, crane operator, back after five months . . . Good to see **Robert Elliott**, expeditor, back . . . Our sympathy to **Al Rosell**, layout, on the loss of his mother-in-law . . . We welcome **Harold Kite** to our welding area. Harold lives in Roseland and plays basketball and softball. Maybe a prospect for the team? . . . **Floyd Brown**, drill operator, suffered the loss of his home and belongings in a fire last month. Fortunately, no one was injured . . . Our thanks to those who helped Floyd following his loss . . . Winter is hard on new cars. **Jerry Davis** and **William Turpin, Jr.**, sheet metal, are off work following an accident in Jerry's new Torino.

C. W. King,
Steel Shop — 3rd Shift

Congratulations and the best of luck to **Red Richardson** on his retirement . . . Welcome to 2nd Shift Grinders — **Walt Lewandowski** . . . Welcome back to **Dick Coddens**, Assembly, after serving three years with the St. Joseph County Sheriff's Department.

Dale Bressler,
Assembly and North Shipping

Harry Sohlke became a grandfather for the first time recently, and the first grandfather in the Balcrank Shipping Department, too.

Lucy Brunson,
Balcrank — U.S. 20

Our deepest concern goes out to **Arneal Squibb**, supervisor in the Steel Shop after his recent heart attack . . . Congratulations to Mr. and Mrs. **Glen Howard** on the birth of their new son, Timothy Craig. Also to **Charles Butler** and his new bride, the former Diana Meadows.

Dave Lange,
Steel Shop, 2nd Shift



There were smiles all around as Tom Crider accepted a retirement gift from his fellow workers.

Congratulations are in order for the **Don Colleys** on the birth of their son, Stephen George . . . Three men, **Ray Gervais**, **Larry Arndt** and **Paul Hillebrand** have completed a course in Basic Electronics at I.V. Tech while **Francis Rice** finished his course in Electronics II at R.E.T.S. All had very good grades.

Paul Hillebrand, R&D



Harry Johnson, retiring after 20 years at Wheelabrator, and his Plant 2 associates.

Spring must be just around the corner as **Dave Danch** and **Bill Fries** are driving their new "Hondas" to work these days . . . **Garrett Mullins** saw the opening of the NCAA basketball tournament at Dayton, Ohio . . . Yours truly (Emile) just returned from bowling in the ABC bowling tournament at Knoxville, Tennessee.

Emile DeVreese, Demonstration

Robert Krebs received a fond farewell from foreman **Dallas Murphy** and Union steward **Al Skwiercz** the day he retired.



BULK RATE

U.S. POSTAGE
PAID
Permit No. 8
Mishawaka, Ind.

Stacks of Steel and a Crane

SHOP FLOOR-SPACE is a valuable commodity, but the air above it comes pretty cheap. That's why the steel lengths used by the Steel Shop are now stored on high, vertical racks . . . which can hold twice the goods in half the space. But to get at the steel bundles, some weighing as much as 5,000 lbs., requires an unusual piece of heavy equipment — the "STACKER CRANE".

Operating as easily as an elevator, the crane is capable of turning 360° right or left with the flick of a lever. It can pick up steel beams as low as 2' off the floor — then rise 20' to the ceiling — or neatly deposit the load at any of the saws, shears, and presses located near the storage area.

To find a needed item, the operator identifies its location in a catalog, maneuvers the crane to the rack, and picks it out like a library book from the shelf. Navigating among the high racks and across the shop can be a considerable task, so the operator keeps a careful eye on a series of black guide marks painted on the ceiling. By aligning his control cage with the marks, he is able to slide in and out of the racks quickly, precisely, and safely — while suspended above the shop floor.

